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The Bath MBA

ONE-YEAR FULL-TIME
PROGRAMME



UNIVERSITY OF
BATH
SCHOOL OF MANAGEMENT

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Note: The information in this publication is correct at time of going to press. Courses are monitored and reviewed regularly as a result of which changes may be made as part of the School's policy of continuous improvement. There may thus be amendments to the programmes described in this brochure both before and after a candidate's admission. This publication does not form any part of any contract between any person and the University.

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Foreword by Dr John Powell, Head of Postgraduate and Executive Development Programmes

Embarking on an MBA is one of the most important career steps you will ever take – a once-in-a-lifetime decision that represents a significant personal and financial investment in your future. With well over 100 business schools in Britain alone offering a wide variety of MBA programmes, and literally thousands of providers world-wide, the choice of where to study can be a complex and time-consuming process. As the MBA qualification becomes more widely available, the reputation and the quality of the programme become prime considerations to ensure your qualification carries weight with employers and adds genuine value to your career.

The University of Bath School of Management has established an international reputation, not only for teaching, but also for research. This reputation, built up over nearly 40 years of management teaching and research, is borne out by the decision of Professor Andrew Pettigrew to leave Warwick Business School to join the University of Bath as the new Dean of the School of Management from October 2003. The quality and experience of both the course participants and faculty members have made us one of Britain's most successful business schools. We are committed to adding value to our MBA programme through a pro-active approach to training and research, in 2003 the School of Management introduced the Bath DBA (Doctor of Business Administration) which will resonate with a select number of MBA graduates. The Bath DBA provides an integration of further research into complex management issues with a direct return on investment back into the work environment. The overlap between the Bath MBA and the Bath DBA provides the very best MBA students with a fast-track to in-depth research and a highly sought-after further degree.

Although becoming more popular in the US, the DBA is a relatively new concept in the UK. The University of Bath School of Management is one of the few business schools in the country carving out a niche in this area, and its introduction is a further indication of the School's dynamic approach to training and research, continuing its long tradition of excellence and international reputation for the quality of its programmes.

This brochure explains how the Bath Full-time MBA is structured and taught: the objectives and content of its core courses; the varied range of electives that allow you to delve further into areas of particular interest; the breadth of opportunities we offer to develop your entrepreneurship, personal and managerial skills; the final project that, for many participants, provides the springboard for their future career; and our dedicated careers service which will work with you to help you realise your professional goals after the MBA. But these tangible benefits are only part of the story. As our graduates tell us, at Bath you gain more than simply a first-class, internationally recognised business qualification.

Through its focus on critical thinking, teamwork, creativity and personal development, supported by a highly interactive and student-centred learning environment, the Bath MBA gives you a business education in the true sense of the word.

Today the business world is recognising the value of a more balanced, holistic management perspective – one which looks beyond business processes and techniques to emphasise the importance of self-awareness, intuition, cross-cultural sensitivity, and a more socially responsible and ethical approach to business. At Bath, these values have long underpinned the design and delivery of all our programmes.

This is why the Bath MBA will not only give you the concepts and tools that will sharpen your critical and analytical thinking; it will give you a breadth of understanding and insight that will change the way you look at organisations and yourself.

I hope this brochure will encourage you to visit us in Bath, or to meet us at one of the many international fora we attend each year to discover how the Bath MBA can broaden your horizons in more ways than one.

Dr John Powell

THE UNIVERSITY OF BATH



Established in 1966, the University of Bath is one of the most successful and highly-rated universities in the UK and frequently features in the major UK rankings. According to the *Financial Times*, Bath is entitled to 'claim the right to a place in Britain's own Ivy League'. With over 6,000 undergraduate and 4,000 graduate students, Bath is one of the smaller universities in Britain, and many students comment on the warm and friendly atmosphere that prevails. For those to whom the country and its culture are new, this can be especially important.

Students at Bath can enjoy the best of both worlds. The purpose-built campus is set in extensive grounds with open views across the beautiful hills of the West Country but is only a mile from the centre of Bath.

The campus itself is compact, with teaching facilities, the Library, shops, banks, cafés and restaurants grouped around a central pedestrian parade, creating a strong sense of social and academic community. The campus has benefited from significant capital investment over the past few years and further investment and expansion is still taking place. The Library and Learning Centre, opened in 1996, is one of the few in Britain to offer 24-hour opening during term-time.

Westwood Nursery, based on campus, offers competitively priced nursery care for pre-school

children from age six months, and is open throughout the year. There is also a medical and dental practice, and a variety of clubs and societies catering for a wide range of cultural and social interests, extending from arts classes to the International Society; from the Astronomical Society to the Ballroom Dancing Society.

The University is well known for its commitment to top-class sport. It was the first British university to launch sports scholarship programmes for international athletes in the United Kingdom, and in the run-up to the 2000 Olympics, members of the British team trained at the University. The world-class facilities are open to all University students, regardless of ability, and include 25m and 50m swimming pools, indoor and outdoor tennis courts, a floodlit eight-lane athletics track, two floodlit artificial pitches and 85 acres of playing fields.

During the autumn and winter of 2003/04 the new £23m English Institute of Sport South West will open on campus to deliver integrated and applied sports medicine and sports science support. This latest development will improve the existing facilities with the addition of a new indoor athletics centre, multi purpose sports hall, judo dojo, 8 court indoor tennis hall and a new strength & conditioning facility.

*According to the Financial Times,
Bath is entitled to 'claim the right to a place in
Britain's own Ivy League'.*





THE CITY OF BATH

Located in the South West of England, beautifully positioned on the River Avon among the hills of the West Country, Bath is unique in its combination of architectural, historic, cultural and social attractions and facilities. Bath has long been considered to be one of England's most desirable places to live.

The ancient Celts, who are thought to have been the first inhabitants of this area, believed that Bath's hot springs were sacred. The Romans shared their view and in AD 49 they harnessed the hot water that bubbled from the valley floor and created the baths and the temple dedicated to the goddess Sulis Minerva. In the early eighteenth century, under the direction of the socialite, Richard 'Beau' Nash, Bath became England's premier spa town, where the rich and celebrated members of fashionable society gathered to 'take the waters' and enjoy the town's theatres and concert rooms. During this period the renowned architect, John Wood, laid the foundations for a new Georgian city to be built using the honey-coloured stone that gives Bath its mellow and indefinable quality. One of Bath's most famous residents, Jane Austen, took much of the inspiration for her books from the city itself.

Its striking architecture, history and beauty all combine to make Bath one of the most remarkable cities in Europe. It has been designated by UNESCO as a World Heritage Site 'of such exceptional

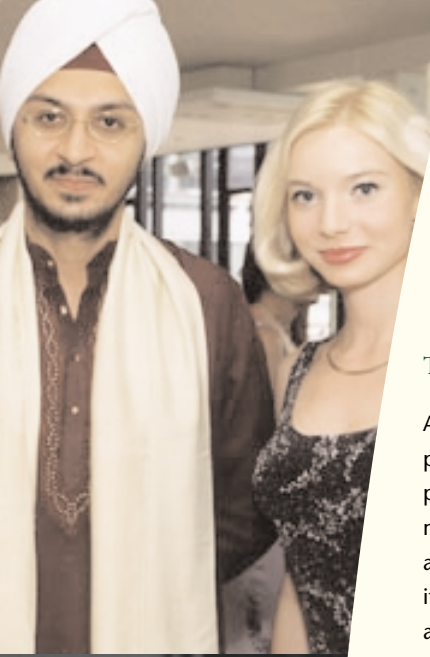
interest and of such universal value that protecting it is the concern of all mankind'.

Bath is also a lively and cosmopolitan city offering some of the best shopping and cultural attractions outside London. There is a varied selection of international restaurants, café-bars, pubs, cinemas, three theatres and a wide range of museums. Art, film and music festivals take place throughout the year, including the world-famous Bath International Music Festival.

Although best known for its tourist and cultural attractions, Bath has a growing commercial base. Over the past twenty years, many highly successful companies have grown up in the city, with particular strengths in computing, marketing services, electrical engineering, printing and publishing. The thriving business centre of Bristol is just a 10-minute train journey away, and Swindon, one of the fastest-growing towns in Europe and home to many multinational companies, can be reached in 20 minutes. London is just over an hour away and trains generally depart every 30 minutes for Paddington station which has a fast rail link to Heathrow Airport. With Bristol International Airport only 40 minutes' drive away, the city is enviably well connected.

Further information on Bath can be found at: www.bath.ac.uk/bath/





THE BATH ADVANTAGE

THE SPIRIT OF THE PROGRAMME

Along with the strong course content, which provides the essentials of an accredited MBA programme, it is the spirit of the programme that makes the Bath MBA stand out. Bath fosters an academically strong, friendly culture and prides itself on its helpful, professional, unpretentious staff and students. Students often comment that Bath is different from its peers because it avoids the 'production line' approach.

THE RIGHT BALANCE OF SIZE AND FOCUS

Students concur that at Bath you are an individual, not simply 'another student'. They frequently reflect on the high degree of personal attention and support they receive from academic and administrative staff. The Full-time programme has around 80 students each year, who are divided into two classes. This size of operation combines the advantages of a personalised learning environment where students can get to know each other, with the critical mass that is necessary to offer the resources and breadth of experience to the student body.

MBA programmes have drawn the frequent criticism that they emphasise the 'hard', functional competencies to the detriment of the 'softer', qualitative, people-oriented skills. A number of business schools have attempted to redress this balance in recent years. At Bath, whilst our programme covers all the key quantitative techniques and subject areas, the design and delivery of our programmes has always been underpinned by a belief in the importance of the less 'tangible', behavioural and values-based aspects of the discipline - one of the most fascinating and enigmatic areas of management.

HIGH STANDARDS

At Bath, consistently high entry standards are maintained in terms of both academic and

professional achievements. Our selection process is designed to identify those prospective students for whom the MBA represents more than just a 'means to an end', and who are able and willing to contribute their views and ideas to enrich the learning experience for all concerned.

A FULLY ACCREDITED MBA

Our participants choose Bath because the School of Management has an excellent reputation for business education and research. Bath first received accreditation in 1976 from the Association of MBAs, (AMBA) the international accreditation body for MBA programmes. Accreditation by AMBA is the acknowledged hallmark of quality and professionalism in MBA provision. Programmes are required to undergo a rigorous re-accreditation process at regular intervals and Bath's entire MBA portfolio gained re-accreditation in October 2001.

EXPERIENCE AND DIVERSITY OF PARTICIPANTS

A key strength of the programme that enables us to attract a consistently high quality student body is the maturity and experience of our participants. With an average of ten years' work experience and an average age of 33, the course community offers the benefits of interaction between accomplished and ambitious individuals from a wide range of backgrounds. Teaching and learning on the Bath MBA are interactive processes which emphasise the participation of each course member and the different perspective each brings to the discussion. In this way, in addition to learning from faculty members who are leading experts in their fields, participants gain from an invaluable cross-fertilisation of ideas and viewpoints amongst a diverse and international group. It is often said that, on a quality MBA programme, you 'learn as much from your fellow students as you do from the lecturers'. Our graduates consistently confirm that the quality and diversity of course members were amongst the most rewarding aspects of the Bath

MBA experience - an experience that offers additional lasting benefits through the many close friendships and networks that are kept alive both through the School's Alumni Association (see page 20 for more details), and the personal efforts of the graduates themselves.

INTERNATIONAL

Over 60% of participants are from outside the UK and many of our British students have gained international work experience, as have many of our teaching faculty. Our thriving Alumni network has an international membership from 68 countries.

The University's Foreign Language Centre provides weekly language courses for Bath MBA students. Courses are currently offered at beginners', intermediate and advanced levels in a wide range of languages, including French, German, Spanish, Italian, Dutch, Greek, Russian, Mandarin Chinese, and Japanese.

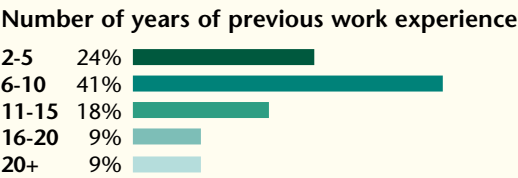
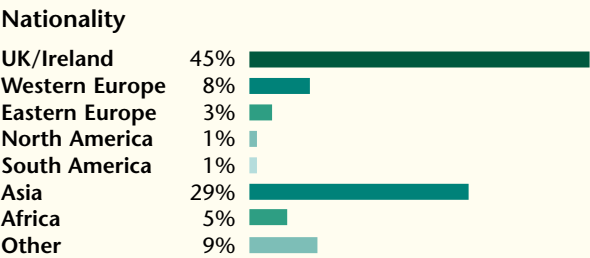
TEAMWORK

Bath's focus on teamwork helps to foster a culture of inclusiveness, which encourages students to help each other through the difficult times. The necessary competition between students that keeps their achievement levels high is of a healthy and non-destructive nature and is often termed 'friendly competition'.

PRACTICAL APPLICATION OF KNOWLEDGE

The Bath MBA is not just about learning the theory, it is also about trying it out in a safe environment. Bath was one of the first to pioneer the introduction of a new business venture creation project as a core MBA course.

STUDENT STATISTICS FOR THE CLASS OF 2003



Kerriane Gauld, MBA Student of the Year 2002, with Professor Peter Naudé.

ENTREPRENEURSHIP

The Claverton Entrepreneurship Programme offers the opportunity to embed enterprise skills whilst perfecting team-working skills. Whatever their future career path, we believe this is the most valuable way of enabling participants to contextualise and test their learning across the whole range of management subjects, and to encourage entrepreneurship, creativity and teamwork. The Bath MBA has consistently emphasised the importance of challenging received management wisdom and managing change. These are key skills that are now coming into their own.

VALUABLE BUSINESS EXPERIENCE

The final project offers the opportunity for real industry work and, in many cases, the project leads to job offers in areas that would, without the MBA experience, have been out of reach.

FACULTY WITH BUSINESS EXPERIENCE

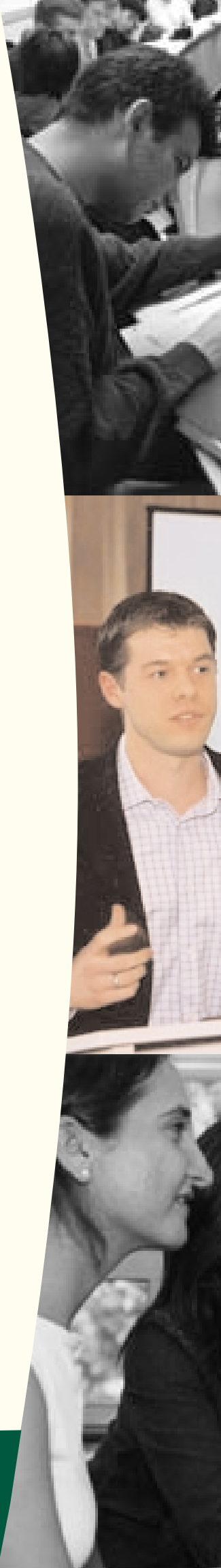
The faculty who teach on the Bath MBA are business practitioners as well as accomplished academics and researchers. Many have held senior executive positions prior to joining the School. They maintain their links with the contemporary business world through consultancy assignments and collaborative research that regularly takes them into organisations, and brings them into contact with senior figures in business and Government. Teams working on real industry problems with funding from business keep Bath's academics at the cutting edge of business. Details relating to the experience and expertise of School of Management faculty can be found at www.bath.ac.uk/management/research/expertise.htm

BUT THAT IS FAR FROM ALL ...

Excellent study and leisure facilities at the University and the close proximity of the World Heritage Site, City of Bath, offer a quality of life that is second to none. Bath students enjoy a thriving social and sporting life. Partners of MBA students, especially those who find themselves far from home, are also made to feel a part of the social scene. Free weekly English conversation classes have been designed for partners of all international postgraduate students, enabling people to make new contacts and improve their language skills whilst in the UK. The lessons are combined with social meetings and trips to places of interest.

These are some of the features that distinguish the Bath MBA. For each student on entry the mix of benefits s/he is seeking will be different. Some participants discover that the aspects they find most enriching and enduring are not those that originally attracted them to the course. For many, the unexpected rewards lie in the personal growth and fulfilment, self-confidence and realisation of their personal and professional potential, along with the lifetime network of friends and contacts that they develop during the programme. As one student commented: "The Bath MBA experience was a little like opening a box and finding so much more inside than you expected."

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HOW DOES THE BATH MBA RANK?

EXTERNAL RECOGNITION

The key quality indicator for its universities is the UK Government's Higher Education Funding Council's rigorous and comprehensive quality assessment and benchmarking process. These teaching and research ratings constitute the only official quality assessments, and, as such, provide a useful independent guide for prospective university applicants. Bath's teaching has been classed as 'Excellent', and in the most recent Research Assessment Exercise (RAE), published in December 2001, Bath's School of Management was ranked in the 5A category. The 5A rating indicates that the maximum amount of over 95% of research staff were classified as meeting standards of both national and international excellence. This means that of the UK MBA Schools, Bath ranks equal to Oxford and Cambridge.

The Bath MBA is accredited by the Association of MBA's (AMBA).

The Bath MBA combines all the benefits of a small programme, whilst maintaining a strong position in the world-wide rankings and employers' lists of favoured schools.

The Times, in its *Good University Guide* has ranked Bath in the top UK business schools for the eighth consecutive year.

In the *MBA Career Guide* Spring 2003 Bath was ranked in the "Recruiters' Top 100 Business Schools", reflecting the choice of both national and international MBA recruiters.

Bath's Full-time MBA programme is ranked by the *Financial Times* as one of the top 100 of its kind in the world.



*Ranked by the Financial Times as one
of the top 100 Full-time MBA Programmes
in the world.*

A RESEARCH-LED SCHOOL

The School of Management has a strong track record of internationally recognised research into management and provides a strongly supportive, vibrant research culture, developed through the provision of internal resources, research grants and awards. Much of our research is conducted in collaboration with private and public organisations at national, European and international levels, complemented by joint research with other academic institutions on an international basis. We are committed to growth in order to embrace new areas of management research and reinforce existing strengths. In recent years the School has broadened its research base and developed new teaching areas by appointing new faculty across all subject disciplines, including several staff who have joined us from universities in mainland Europe and North America. Research in the School is structured around five issue-based groupings which span functional disciplines. These groupings contain cross-faculty Research Centres which focus and formalise our major research initiatives and funding.

The research groups are:

- Organisations, Work and Behaviour, including the Work and Employment Research Centre (WERC) and the Centre for Action Research in Professional Practice (CARPP)
- Strategic Business Networks, including the Centre for Research in Strategic Purchasing and Supply (CRISPS) and the Industrial Marketing and Purchasing Centre (IMP)
- Decision and Information Systems, including the Centre for Information Management (CIM)
- Institutional Environments and Corporate Strategy, including the Centre for the study of Regulated Industries (CRI)
- Technology Management and Business Evolution, including the Centre for Technology and Innovation Management (CENTAIM) and the Lean Manufacturing and Agile Production international programme. This comprises four research projects: the 3DayCar Project, the International Motor Vehicle Programme (IMVP), the UK Lean Aerospace Initiative (UK LAI) and the Agile Construction Initiative (Agile).

In addition the International Centre for Higher Education Management (ICHEM) carries out research and consultancy in higher education management in the UK and overseas. It also runs the School's Doctor of Business Administration (DBA) in Higher Education Management, which welcomes students working in the field of higher education management from across the world.

The School's research was placed in the category 'A League of their own: Europe' by the *Financial Times* (January 2002). It was also ranked amongst the top 30 Schools in the world to have the highest number of doctoral graduates for the past three years.

For those interested in pursuing a research-based degree leading to the award of MPhil or PhD further information can be found on the School's website at www.bath.ac.uk/management/research or by contacting the Research Secretary on phdinfo@management.bath.ac.uk

THE PROGRAMME OBJECTIVES

The Full-time Bath MBA is a one-year intensive general management programme designed to reflect the breadth of management issues that arise in the national and global context.

It aims to:

- give students a solid foundation in all the key functional areas of business - finance, marketing, economics, quantitative methods, operations, and human resource management;
- enable students to appreciate and analyse the range of competitive and environmental factors that impact on the organisation, its profitability and performance;
- provide a variety of opportunities to test the practical application of business theory through case study analysis, group projects and, notably, in the final project which provides the culmination of nine months of learning;
- enable students to communicate effectively with specialists from different business disciplines and backgrounds, and to develop the general management skills and cross-functional perspective that are necessary for managing;
- develop the strategic management competencies and holistic business thinking that are required to respond creatively and effectively to today's increasingly challenging global business environment;
- equip students with both the theoretical knowledge and the practical and personal skills to manage strategic and organisational change, deal with ambiguity and complexity, evaluate risk, lead and motivate others, and devise and implement solutions that deliver competitive advantage to their organisations;
- promote the skills of reflection, analysis and synthesis that will enable students to appreciate and challenge the assumptions that underpin current business frameworks and tools, and to evaluate critically the rapidly changing trends and fashions in management theory and practice;
- facilitate the development of personal and professional competencies such as communication, motivation, negotiation, teamwork, leadership, personal effectiveness, creativity, flexibility, and cross-cultural awareness;
- promote greater self-awareness and support students in their future career choices by providing a learning environment that encourages focused reflection on their personal and professional strengths, weaknesses, aptitudes, interests and values.

*The programme aims to give students a solid foundation
in all the key functional areas of business*



PROGRAMME OVERVIEW

The Full-time Bath MBA is made up of six major components:



It entails 12 months of full-time study, starting in late September. Taught courses last until June, following which students embark on their three-month final project which is submitted in September.

September – January	January – June		June - September
Core Courses	Elective Courses	Strategy and Change	Final Project
1. Financial Management & Control	Three electives are chosen from an extensive list	1. Strategic Management	Client-based project or dissertation
2. Managerial Economics	Electives are taught in intensive two-and-a half-day sessions and full week sessions	2. Managing Change	
3. Marketing Management		3. Managing Information Strategy	
4. Operations Management			
5. Organising and Managing People			
6. Data Models and Decisions			
Examinations (Mid – late January)		Examinations and Claverton Project presentations (June)	
Claverton Entrepreneurship Programme			
Personal and Professional Skills			

THE PROGRAMME IN DETAIL

STARTING YOUR MBA – THE INDUCTION PROGRAMME

The first weeks of the programme comprise a wide variety of activities designed to give an introduction to the University, the Bath MBA, fellow students, and to personal and learning skills students need in order to derive maximum benefit from the course. The induction programme includes:

- a two-day outdoor, team-building exercise;
- a business simulation exercise;
- personal and managerial skills sessions on topics such as presentations, group dynamics and cross-cultural awareness;
- an introduction to the range of career management resources provided by the MBA Careers Office;
- introductory finance and accounting sessions designed for those who have not studied these subjects before.

CORE COURSES

Core courses are those which are fundamental to the operation of all businesses: Financial Management and Control, Managerial Economics, Marketing Management, Operations Management, Organising and Managing People, and Data Models and Decisions. All participants take these courses, whether or not they have prior knowledge or experience of these topics. This part of the course is designed to bring participants to a common level of understanding and, at the same time, enable them to learn from each other's varying business experience.

Financial Management and Control

The overall objectives of this course are to enable students to interpret and analyse financial statements and to understand how businesses fund

and manage their resources in both the short- and long-term. It will, therefore, focus strongly on a financial management perspective and keep routine accounting techniques to a minimum. The course is not designed to create finance specialists but aims to instill in students the confidence to deal with financial information, understand its business implications, and enable them to communicate with accounting and finance people in organisations.

Financial Control

The first half of the course deals with Financial Control, often termed Management Accounting. The nature and uses of accounting and financial information for managers will be covered, concluding with a review of current issues in corporate accountability that will affect the responsibilities of all managers.

Financial Management

The second part deals with Financial Management. This covers both short- and long-term financial decisions, including assessing the profitability of investment opportunities and raising capital.

Topics included will be: investment appraisal, dividends, capital structure, risk, return and the capital asset pricing model, long-term financing, and short- and medium-term financing.

Managerial Economics

This course is designed to give an overview of key economic concepts and the decision-taking tools used by managers, notably within the context of conditions of market uncertainty and the macro-economic environment. The emphasis is on the application and understanding of the concepts involved, rather than on economic theory for its own sake.

Concepts in micro-economics and their application in business decisions and strategy and the macro-economic environment are the two starting points for the course.



Marketing Management

This course aims to provide an understanding of the issues and problems in developing marketing strategy within a firm through a combination of case study analysis and seminars. The strategic perspective involves some integration of concepts and approaches from Marketing and Corporate Strategy. The course begins by establishing some of the basic ideas of marketing analysis and decision-making and then moves on to examine the individual areas which together comprise marketing strategy.

Among the topics to be explored are: the role of marketing, segmentation and targeting of consumers, customer relationship management; integrated marketing communications, business marketing, technology and marketing strategy.

Operations Management

Operations Management deals with the way organisations produce goods and services - the tasks, issues and decisions of those responsible for making the products and services on which both individuals and organisations depend. Operations Management has emerged in terms of strategic importance in recent times based on two factors: first the realisation that firms compete on their capabilities; second, firms must satisfy market requirements which can include cost, delivery speed and reliability, flexibility, customisation, and a range of other competitive factors that need to be met by operations capabilities.

The aim of this course is to enable students to understand the principles and practices in the strategic and tactical management of operations, within and between organisations. Approximately equal emphasis is placed on manufacturing and service operations. Strategic and managerial issues are studied in depth, using case studies from a variety of sectors.

Topics covered include: the design of service operations, capacity management, performance measurement, service quality, supply chain management and world-class manufacturing.

Organising and Managing People

This course is designed to provide students with conceptual frameworks that will help them understand and analyse key issues relating to the behaviour and management of people in work organisations - one of the most fascinating and enigmatic areas of management. The course is based on the assumption that personal experience and theory operate together; students are encouraged to relate their work experiences to the lectures, case studies, simulations, seminars, projects and small-group work.

The course does not seek to offer quick fixes to organisational problems and issues. Instead, students are exposed to frameworks and concepts that will challenge some of their assumptions to give them new ways of thinking about the familiar and the puzzling features of organisational life. Wise management, particularly in the area of organising and managing people, requires the ability to frame and read situations in different ways. It also means having a healthy scepticism about the latest techniques or fads.

The course will explore management roles, leadership and control, power and politics, managing with groups, managing virtually, and emotional injuries at work. It will also consider workplace planning, diversity, equal opportunities, pay and performance, organisational decline and renewal and organisational cultures.

Data, Models and Decisions

This unit is designed to show how the effectiveness of management decision-making can be enhanced by the application of statistical/mathematical

methods to data and by formulating quantitative models of decision problems. On completion of the unit students should be able to: i) recognise situations that are amenable to quantitative analysis, ii) carry out and interpret the results of such analysis, and iii) evaluate its strengths and limitations. The approach is practical and the material, delivered by a mixture of lecture, class and seminar, is intended to be accessible and relevant to students with a variety of backgrounds and interests. Areas covered include: data collection; descriptive statistics; inferential statistics; risk and uncertainty; correlation and regression; forecasting methods; simulation and optimisation models.

ELECTIVE COURSES

The electives give students the opportunity to explore issues beyond the core programme and to investigate and develop interests that might be researched in more depth in the project phase. Three electives are selected, although it may be possible to take more as non-assessed subjects.

Electives are taught in intensive two-and-a-half-day sessions during the period January to June. Electives are also available to students from our part-time MBA programmes. This enables students to share the learning experience with an even wider range of participants, all of whom are practising managers. It also promotes greater contact and networking across the different MBA programmes. This wider network can be particularly valuable in making useful contacts for the project phase and for subsequent career opportunities.

The courses offered reflect the School of Management's centres of research excellence and give access to some of the most up-to-date management thinking and trends.

Electives are kept under constant review to ensure that they are relevant and reflect issues of current interest and concern to managers. For this reason

the list varies from year to year but would typically include a selection from the following:

- Acquisitions & Mergers
- Business & Management in the People's Republic of China
- E-Business
- Entrepreneurship & the Small Business
- Future Business
- International Finance
- Introduction to Commercial Law
- Knowledge Management
- Managing in a Virtual World
- Project Management
- Risk Management*
- Techniques for Strategic Consultancy*
- Technology and the Supply Chain.
- Organisational Leadership

**indicates this is a full, one-week module*

STRATEGY AND CHANGE

Strategic Management

Strategic management encompasses the various tasks of defining the organisational purpose (mission), shaping the guiding principles and policies that establish a clear direction, and formulating detailed strategies to achieve this purpose over the long run. Strategic management is an ongoing process typically performed in a competitive or otherwise hostile environment. It is equally applicable and necessary for service and manufacturing firms, and for non-profit and for-profit organisations alike.

Effective strategy is proactive rather than reactive. It integrates a complex but structured pattern of initiatives in which organisational resources and capabilities are used to exploit perceived opportunities consistent with the defined mission, whilst mitigating anticipated threats. Since our knowledge of the future is imperfect, good strategic management enables the organisation to improvise and adapt in the face of unforeseen circumstances.

This course has three major objectives:

- 1 to provide students with an in-depth appreciation of strategic management thinking and decision-making;
- 2 to explore the many wide-ranging issues that comprise strategy and how they may be resolved; and
- 3 to help develop powers of strategic thinking, analysis and judgement.

Each topic covered on the course is supported by 'real world' case studies. Maximum benefit is derived by students who ensure that they are thoroughly prepared for each class by doing the necessary background reading and case study preparation.

Among the broad themes covered in the course are strategic decision-making, competitive environment, corporate mission, identity and stakeholders, futures analysis, resources and competencies, strategic options and strategies of adaptation.



Managing Change

The aim of this course is to provide an appreciation of a number of concepts and models relating to the management of change in organisations. Such an appreciation includes an understanding of the academic literature but also focuses on the personal knowledge and skills required to analyse and bring about organisational change. In order to achieve this objective of linking theory to practice, participants are expected to contribute their own experiences of, and learning from, change situations in work, personal or family life. Change Management is a multi-disciplinary topic which integrates elements of many of the core subjects studied earlier in the programme.

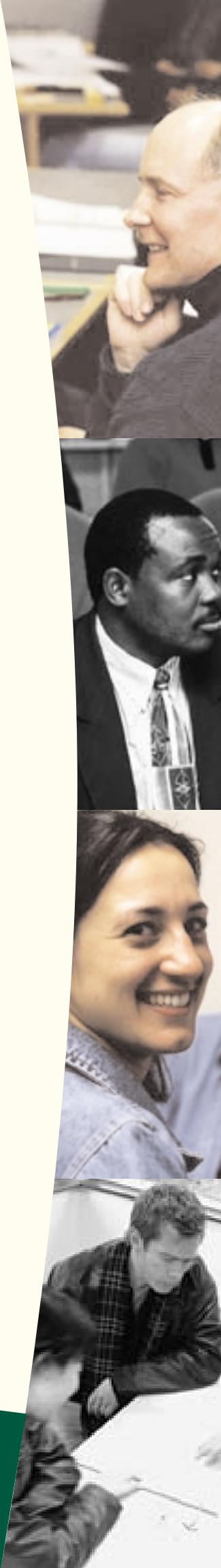
The course covers the following broad areas: analysing the change situation, managing and leading change, organisational change as 'fads and fashions' and the politics of change.

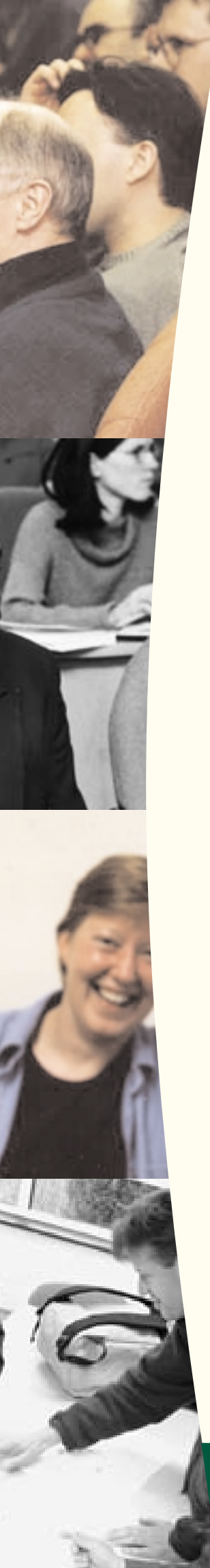
Managing Information Strategy

The primary objective of this course is to explore, from a general management perspective, the strategic potential and implications of Information Technology. The prime benefit of IT is often assumed to be reduced operating costs, but computer systems can help organisations make, as well as save, money by enabling innovative business strategies that create competitive advantage. This concept can be applied even in organisations which are not subject to conventional 'profit' thinking, such as the public sector and the military.

As well as an enabler of strategy, IT can also be the driver of new strategies leading to organisational transformations. Today's managers cannot afford to 'leave IT to the IT people'. They need to take a strategic view which demands a level of constructive involvement in IT far beyond what was necessary in the past.

Included in this course are the following broad topic areas: the strategic role of IT, the IT platform, IS strategy planning, managing IT investments.





THE CLAVERTON ENTREPRENEURSHIP PROGRAMME (CEP)

The CEP is a key experience within the Bath MBA curriculum. The programme is designed to embed entrepreneurial skills along with an understanding of how high-performance and creative teams are developed and managed.

Two important elements of the CEP Programme are:

the Claverton Business Plan Project which invites students to apply good management principles to the development of an imaginative, well considered business creation plan; and the Claverton Entrepreneurial Case Study which provides aspiring Bath MBAs with the opportunity to meet and discuss the real-life process of launching an entrepreneurial enterprise with individuals who have actually successfully launched a new venture.

Running throughout the year, the Claverton Enterprises Business Plan Project is conducted as an experiential, team-based learning assignment. Each team works autonomously on developing an integrated business plan for the launch of an entrepreneurial start-up. In doing so, the student teams combine maturity, creativity, relevant knowledge of marketing, finance, operations, strategy, etc. with commitment to the task and to each other.

Students brainstorm business ideas and select one they assess to be viable in the marketplace and that is of interest to team members. There may be the possibility for some student teams to work with Bath faculty members who have developed new technologies and innovations but are in need of business planning assistance to commercialise their ideas.

Time is allocated in the MBA schedule but teams are expected to devote substantial energy to the Claverton Business Plan Project outside of the formal timetable. It is the team's responsibility to



Renaissance, the winning team in the 2003 Claverton Entrepreneurship Competition.

decide shared and individual tasks and priorities, manage time effectively, and meet all Claverton Business Plan Project requirements and deadlines.

As an integral part of the new venture plan there is, built into the programme, a business plan competition sponsored by interested corporate and entrepreneurial firms. The competition is adjudicated by the Claverton Board, comprising business executives, entrepreneurial business owners, venture capitalists, IP lawyers and academics, who assess the commercial potential of each business proposition and awards the Claverton Business Plan Award and Prize to the venture which the Board considers the best investment opportunity.

The CEP is a mandatory component of the Bath MBA course. It is a rigorous element of the course requiring students to integrate all the knowledge and insight they have gained from the taught courses and their prior experience. As such, many of our students look back on the CEP as one of the most challenging and rewarding aspects of their MBA experience.

THE FINAL PROJECT

The three-month final project gives students the opportunity to apply the knowledge they have gained from the programme as a whole. It develops skills of planning and conducting a major piece of research. The majority of students undertake a project sponsored by an organisation, for example, investigating and recommending an entry strategy for a new market opportunity; however, some students work independently to research a wider business or sectoral issue. Students can elect to undertake joint projects. While the academic report must be an individual piece of work, working in partnership with another student has the advantage of spreading the workload and allowing a more extensive piece of research to be undertaken.

Towards the end of the taught programme, there are preparatory sessions on research methodology and project management. Each student is allocated a project supervisor who is a member of academic staff.

Whilst the primary responsibility for securing a project rests with the individual student, and many develop their own through personal contacts, a significant number of project opportunities arise through the School's network of business contacts. Our MBA Careers Office will advise students on finding a suitable project, researching and approaching potential sponsors, as well as actively promoting the scheme amongst employers. A number of organisations are now regular project sponsors, commissioning assignments on an annual basis. Bath MBA alumni provide valuable assistance for the project scheme both by commissioning projects and offering access to contacts in their organisations.

Some students are paid a consultancy fee by the sponsoring organisations, although we cannot guarantee to find remunerated projects for all

students who wish to undertake them. Projects are offered by a variety of organisations, including small businesses and non-profit organisations which may not be in a position to pay fees. Many students undertake their projects overseas, either returning to their home country or elsewhere.

The project provides an excellent opportunity to gain an in-depth and up-to-date knowledge of a particular area of business. For many students seeking to steer their career in a new direction, the final project has proved key in achieving their aims.

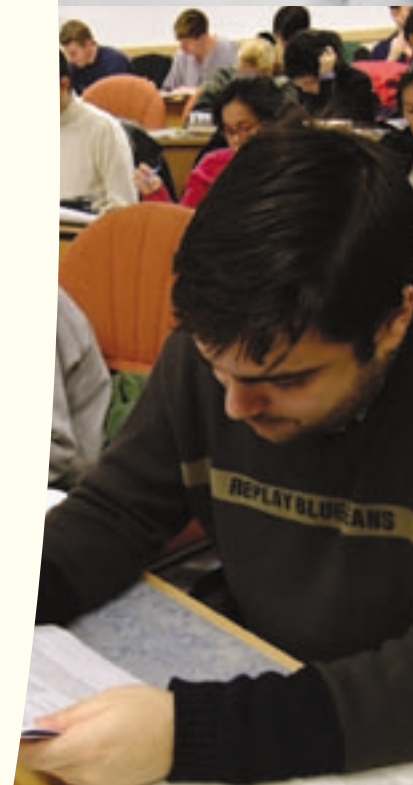
Past projects

- An investigation to identify 'Best-Practice' in leadership and team working
- Adding apples and pears: The weighing and aggregation of non-financial performance measures
- An integrated approach to corporate risk management
- System model for efficient savings in the Warship Support Agency
- Innovation and new service development in business services
- Internet banking in USA, Western Europe and Greece: An insight into modern practices and trends
- Customer relationship management of consumer banking industry in Taiwan
- A study of the potential of an investment in the Federal Republic of Yugoslavia by a Greek transport agent: United Freight Services SA
- Feasibility study for the start-up of craft beer brewing in Korea

Past projects include:

Accenture
Airbus UK
Alpha Bank London
Arcadia Petroleum Ltd
Arla Foods/MD Foods
Arup
Augusta
Avon Rubber
Airbus UK
BAe Systems
Barclays Stockbrokers
BP Castrol
BT
Buro Happold
Business Link West
Business Weekly Publishing
Centre for Research in Strategic Purchasing and Supply, University of Bath
China Eastern Airlines
Churchill Insurance
Coca-Cola
Coflexip Stena Offshore Ltd
Consignia
Crown Agents
Daiichi Pharmaceutical
Defence Evaluation and Research Agency
Delta
Devon County Council
Diageo
Durable Zipper Corporation
Ecopetrol
Exel
Formula One Events
Gartner Group
General Electric Global Exchange Services
Hemitron Industries
Hilton Group plc
Hitachi
HSBC
Japan Bank of International Cooperation
Kraft Foods
Lloyds TSB
Logica

Lucent Technologies
Mercury plc
Merrill Lynch
Microsoft
mk Profiles Systems Ltd
Nanjing Medicine plc
National Microelectronics Institute
Opportunity Now
Orange
Outward Bound Hong Kong
Penna Change Consulting
Phoenix Chinese News and Entertainment UK Ltd
Quality Maritime Services S.A.
Rio Doce Manganese Europe
Royal Dutch/Shell
Royal Navy
Royal United Hospital NHS Trust
Sampo/Taiwan Trade Centre in London
Sara Lee Household and Bodycare UK Ltd
Shenzhen Construction Bank
Simon, Kucher & Partners
SITA
Standard Chartered Bank
Standard Life
State Economic and Trade Commission (China)
Suntel
Taipei Rapid Transit Corporation
Teyma Uruguay S.A.
Thai Military Bank
Thonson & Capper
Total System Services Inc
Tsingtao Brewery Group
UK Police Force
United Freight Services
University of the West of England
Vodafone
Wam! Net
Warship Support Agency (MOD)
Welsh Rugby Union
Wessex Water
Westland Helicopters
Wildfowl & Wetlands Trust
Zarlink Semiconductor
Zenith International





STUDY AND ASSESSMENT METHODS

INTERACTIVE LEARNING

Teaching and learning on the Bath MBA is a highly interactive process. Class members are expected and actively encouraged to contribute their views and experiences of organisational life, and as managers, in order to enrich the learning experience for the whole student body.

TEACHING METHODS

A wide variety of teaching methods are used from formal lectures to videos, case study analysis, seminars and class presentations. Many courses include one or more guest speakers who are business practitioners, and some sessions are taken by visiting faculty from other leading business schools.

ASSESSMENT METHODS

Core courses are assessed through a combination of assignments and written examinations.

ASSIGNMENTS

The assignment component of the assessment may consist of a single piece of work or comprise both a short (1,000-1,500 word) and a long (3,000 word) assignment. These take a variety of forms, ranging from essays to individual or group project reports. In some cases students are given a choice as to whether to undertake the assignment individually or as a shared project with another student. Assignments will often require them to draw on

their own experience in organisations in order to demonstrate their ability to relate classroom theory to 'real world' practice. Some project-based assignments may involve background research on a business issue or industry sector, while others may require students to apply their course work to a real business situation, interviewing managers in organisations or conducting other types of fieldwork. For example, for Operations Management they might be asked to analyse the operations strategy and function of a service or manufacturing organisation of their choice, and to recommend appropriate changes and improvements.

- The Electives, Managing Information Strategy, and Managing Change courses in Semester 2 are assessed by assignment only. Assessment for the Strategic Management course is a written examination
- The Claverton Entrepreneurship Programme is assessed on a group basis
- Assessment of the Final Project is based on a dissertation of between 20,000 and 40,000 words.

EXAMINATIONS

Examinations in the core subjects take place at the end of the first semester, in mid – late January, and normally form 50% of the total mark for each core course. Further examinations take place in June.

CAREER MATTERS

We understand that the decision to undertake an MBA is often linked to a strategic review of a person's career and a drive for career progression or career change.

Our MBA Career Development Office runs a dedicated service for Bath MBA students. By being part of the School of Management, rather than the central University career service, this Office is able to offer a focused, accessible, year-round support service, which is well attuned to the specific needs of MBA-level individuals.

HELPING STUDENTS WITH THEIR CAREER CHOICE

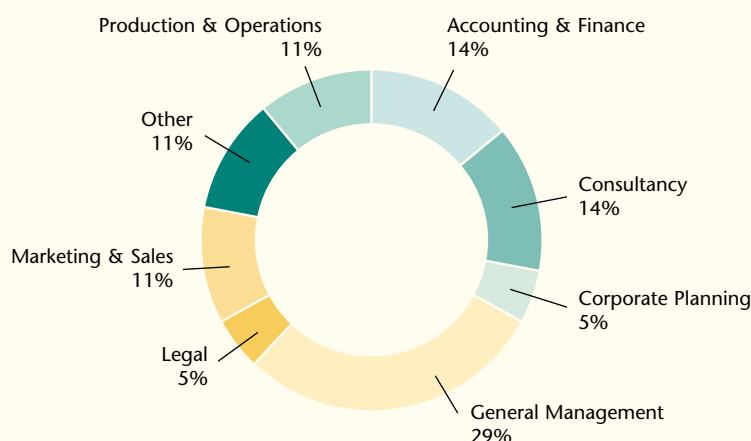
- Our MBA Careers Office can offer one-to-one career review and planning
- Students can take advantage of a specialist career analysis tool. The current system was developed by occupational psychologists at Harvard University, and is now widely used by US and European business schools
- Workshops for groups of 14-16 students take place during the year according to student need. These typically include coaching on CV writing, interview technique and networking skills
- Guest speaker events and themed career evenings occur throughout the year. In conjunction with the MBA Alumni Office we have arranged for a number of our alumni to

come back to campus to give an insider's view of their profession. These events have taken the form of themed careers evenings on areas of most interest to our students. Typically these have included specialist events on consultancy, strategic planning, entrepreneurship and career change.

SUPPORT WITH IDENTIFYING PROJECTS & EMPLOYMENT

- Students' CVs are available worldwide via an on-line searchable CV database. This proves an invaluable resource to employers, particularly during the final projects process
- Vacancies received into the Careers Office are posted onto an MBA Jobs Platform on the Web. Bath is one of a select group of business schools able to access these opportunities
- Project opportunities received by the School are circulated to all students, who are then invited to apply. 75% of projects undertaken in 2002 were found through 'warm' contacts of either the School or the students themselves
- In this way the MBA Careers Office is able to assist students in their project search. Primary responsibility for identifying project opportunities rests with the students, and a proactive search strategy is essential.

Post-MBA employment by Job Function
2002 Full-time graduates



THE BATH MBA ALUMNI ASSOCIATION

The care of the alumni network is in the hands of the MBA Alumni Officer who endeavours to build a strong, interactive relationship with Bath MBA alumni in geographical and business-related areas. Worldwide networking of the Bath MBA community is actively encouraged and promoted. The MBA Alumni Office assists in this by helping to organise reunions in the UK and overseas, as well as MBA refresher courses.

The Bath MBA Alumni Association has an international membership encompassing 68 countries. The School is in touch with 84% of its 2,085 MBA alumni, many of whom now hold senior management positions. A dedicated alumni area is provided on the Bath MBA website, encouraging alumni to stay in touch with each other and with the School, and to maintain and develop their own local networks.

The Alumni Office also provides practical support to other areas of the Bath MBA team including Admissions, External Relations and Career Development. A high percentage of the alumni actively helps to promote the excellence of the MBA programmes. The dedication of our alumni to their MBA programme is a powerful testament to the value they place on their MBA experience. It also shows the typical graduate we produce: one who is committed, successful, and willing to share lessons learnt with others. In attending admissions open fora and recruitment fairs across the world our alumni are our greatest ambassadors. They give their time freely and willingly. Prospective students have found this direct contact with our alumni invaluable in helping to select the right MBA programme for them. At these events, our alumni talk about the quality of the Bath MBA programme, expounding on the whole cultural experience that they believe makes Bath special.

The MBA Alumni Officer works closely with the MBA Career Development Office to ensure alumni have access to careers information and opportunities. The Careers Office also maintains close links with alumni, who are an invaluable point of contact, offering final projects to current students and providing career information and job leads in their industry sector to fellow alumni.

A package of services and benefits is offered to alumni in collaboration with the School's Executive Development Office and the External Relations Office, the Association of MBAs, other management schools and the central University Alumni Relations Office. Examples of this package include:

- Receiving the biannual School magazine *The Bath Perspective* which aims to keep our graduates in touch with news and developments in the School, and with alumni news and achievements, as well as the latest research being conducted by Bath faculty
- Invitations to Bath MBA Speaker Events, a programme of high-profile industry speakers who visit the School to address the current students, alumni and VIP guests
- Invitations to business lectures and updating seminars in conjunction with the School's Executive Development Office
- Being informed about courses given by our own academics
- Access to University facilities at special rates.

The Bath MBA is a life-long investment, which leads to a mutually rewarding partnership. Current students, members of staff and alumni alike, share this sentiment.

www.bath.ac.uk/management/mba/alumni

'The dedication of our alumni to their MBA programme is a powerful testament to the value they place on their MBA experience.'





ADMISSIONS

Bath values quality and is rigorous in its selection criteria for its students. We are looking for students who will bring something extra to the programme, people who will ultimately be ambassadors for the Bath MBA and, hence, people upon whom we will be proud to bestow the Bath MBA.

ENTRY CRITERIA

- A degree at First- or Second-Class Honours level, or equivalent classification/GPA, awarded by an approved institution OR a final qualification of a professional body acceptable to the University
- A minimum of three years' post-qualification full-time business experience
- All applicants are strongly encouraged to take the Graduate Management Admissions Test (GMAT), and it is compulsory for those who do not fully meet our academic and work experience criteria. Applicants holding degrees from non-UK institutions in particular are strongly advised to take the GMAT – see below
- For applicants whose first language is not English, we require a score of at least 7 in the British Council's IELTS test (which is the preferred test), or 250 in the computer-based TOEFL (600 in the written test). We do require a good balance in all sections of these tests.

AGE AND EXPERIENCE

Our MBA is a post-experience qualification designed for participants who have at least three years' full-time business experience, and typically participants have ten years' work experience. The Bath MBA is not aimed at recent graduates seeking a fast-track route into management.

It is desirable, but not essential, that a candidate's work experience includes a managerial role in a departmental or project activity. Nevertheless, we are aware that many people in today's business organisations do not manage others directly but work within flatter, matrix structures and project teams. We therefore consider each applicant on their own merits and the balance between their educational and business experience. We also look at career progression to date, and evidence of increasing responsibility, the contribution applicants have made to their organisation(s), and future senior management potential.

An MBA is a demanding programme of study, requiring students to demonstrate abilities across a range of management disciplines. Although around 90% of participants hold a first degree, we believe that experience, motivation and commitment are just as important. For this reason candidates who do not hold a degree or professional qualification but who have gained valuable business experience that will enable them to contribute effectively to the group, are welcome to apply. Such candidates will however be required to take the General Management Admissions Test (GMAT).

Exceptionally, we may consider applications from candidates who do not fulfil all of the above criteria but who can convince us that they will bring exceptional value to the MBA programme and will enhance the MBA experience of their fellow students. All cases are assessed on an individual basis and rigorous quality assessments are applied.

GMAT

The General Management Admissions Test is a computer-adaptive test which assesses the aptitude of applicants for advanced management studies and measures verbal, quantitative and analytical writing skills.

The test is marked on a scale from 200 to 800. We look for a good balance between scores on the numerical, written and verbal test components, and evaluate each candidate's score alongside all other elements of the application in assessing their suitability for our programme. Further details are included in our application form.



APPLICATION PROCEDURE

The Admissions Office has a rolling admissions process, which means that we evaluate applications in the order of their receipt. Applications are considered to be complete only after all supporting documents and test scores have been received. The Admissions Office will inform applicants if information is missing, and it is the responsibility of each applicant to ensure that any missing documents are provided promptly.

The official closing date for applications is 1st June of the year of entry to the programme. Applications received after 1st June will only be reviewed if space is available. Candidates are encouraged to submit their applications as soon as possible, recognising that March-June is typically the peak period for applications to the Full-time MBA programme.

To process an application, we need:

- A completed and signed application form
- A curriculum vitae
- Personal recommendation forms from two independent referees. We normally require one academic and one employment-related reference. Students' academic reference should preferably be from a member of academic staff at the last academic institution they attended, who is suitably placed to comment on their academic ability. Wherever possible, their work-related reference should be from their immediate supervisor in their current or most recent employment. However, an academic reference may not be realistic in the case of candidates who have been out of higher education for a substantial period of time (usually at least ten years), and in such instances two employment-related references are an acceptable substitute
- The score report from the GMAT, or the date when the test is scheduled
- IELTS/TOEFL scores for non-native English-speaking candidates or for candidates who received their undergraduate or taught Master's degree in a country where English is not the native language
- An authorised copy of degree certificate(s) and transcript(s) of studies for non-UK universities (translated into English if necessary)
- A £50 application fee (payable to 'The University of Bath').

Potential candidates who are attracted by what the Bath MBA has to offer but who are unsure about their eligibility for our programme and whether it is the right course for them, are invited to contact the Admissions Manager for an informal discussion. Those who do not yet meet the admissions criteria for our MBA programme but would like to study for a postgraduate management qualification at Bath may wish to consider one of our MSc in Management degrees. These one-year, intensive Master's programmes are designed for graduates with at least a Second-Class Honours degree. A brochure can be supplied on request and further information is also available on our website.

To apply for the Bath MBA the application form provided in this brochure should be used.

RECRUITMENT FAIRS, OPEN DAYS AND INTERVIEWS

The Bath MBA Admissions team visits a number of cities across the world in order to meet potential students. Bath alumni often join the Admissions team at these events and are happy to answer questions on an informal basis. It is also usually possible for formal interviews to be arranged during these visits. A full list of the fairs we will be visiting is available from the MBA Admissions Office or from our website:

www.bath.ac.uk/management/mba/admissions/fairs.htm

*"Bath has the friendliest and most informative staff
that I've dealt with."*

We also hold Open House events at Bath at regular intervals throughout the main application period; for full details please see our website or request an Open House leaflet. These events typically include a presentation by the Programme Director, a mini-lecture given by a Bath faculty member, and a group case study exercise. These do not form part of the selection procedure but are simply designed as 'taster' sessions to give a deeper insight into the 'Bath MBA experience'. There is also the opportunity to meet faculty members and current students over an informal buffet lunch, and to tour the School and University facilities. These events can be used as informational sessions only, to find out more about the programme, or they can be combined with a formal interview.

Short-listed candidates are invited to Bath for a formal interview. For those who are unable to attend one of our scheduled Open Days, an interview can be arranged at the School at a suitable time. The selection interview lasts around an hour and is conducted by a member of the MBA Admissions Committee.

For overseas applicants who are unable to visit Bath for interview, a member of the Admissions Committee will conduct a telephone interview, or we will arrange an interview with one of our Alumni Admissions Officers in their home country.

We believe it is important to ensure that candidates feel happy with what the Bath MBA offers, with no doubts or ambiguities. Whilst maintaining rigorous entry standards, we also strive to make our admissions process as informative, friendly and informal as possible.



FEES AND FUNDING SOURCES

Details of current fees and funding options can be found in the pocket at the back of this brochure.

EQUAL OPPORTUNITIES

The University is committed to a policy of equal opportunities in accordance with its Charter and it follows a code of practice to ensure that this policy is fully effective. Copies of the code of practice may be obtained from the Graduate Office or the Personnel Office.

FOR FURTHER INFORMATION AND GUIDANCE PLEASE CONTACT:

The MBA Admissions Office,
School of Management,
University of Bath,
Claverton Down,
Bath BA2 7AY, UK

Tel: (+44) (0) 1225 383431/2

Fax: (+44) (0) 1225 386210

Email: mba-info@management.bath.ac.uk

www.bath.ac.uk/management/

"Of all the interviews I had, the one with you was the best. I really felt very welcome, and the way the interview was conducted emphasised the seriousness and high standards of the School."

STUDENT LIFE

The social life of the Bath MBA is to many, a vital element of their year at Bath. Groups regularly meet after class to play sport, to relax at the pub, to have dinner at others’ residences and to organise cultural events and parties.

Although time is always a precious commodity for MBA students, those who wish to develop extra-curricular interests will find that the University has a society to suit almost every taste.

The University’s vibrant and active musical community has activities which are open to all students. As far as possible, they try to provide something for everyone: from classical to rock, to jazz and world music. Samba, big band, chamber choir, choral and orchestral society, gospel acappella soul & pop choir, barbershop style singers, rock bands – all find a place at the University. Weekly workshops have included KABUDU – African drum and dance day – DJ and MC work, Gamelan adventure, and Feldenkrais Method for Instrumentalists amongst others.

The Creative Arts Department has a diverse range of workshops in which students can work with practising professional artists. Studios are well-

equipped and the artists respond to participants on an individual basis. Complete beginners as well as the more experienced are very welcome.

The Creative Arts Department also presents performances from some of the most interesting dance companies and choreographers working today.

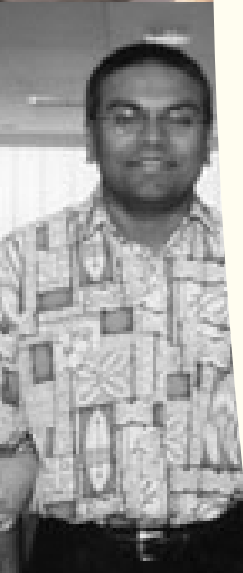
The sports facilities are amongst the best in the UK and are open to all students. Many find them an excellent antidote to the pressures of study and use them to relax and unwind after a hard day’s work.

The Chaplaincy Centre is located in the heart of the campus and is open every day. It is a centre for engagement with issues, spirituality, quiet reflection and prayer, meeting friends over a coffee, and Christian study and worship. People of all faiths or none are welcome. There is a prayer space set aside on campus for those of Islamic faith. The Chaplaincy Centre has contact details of all local faith communities, and encourages dialogue with them. There are active Christian, Jewish and Islamic Societies in the Students’ Union, offering a wide range of events and activities.

STUDENTS

There is no such thing as a ‘typical’ Bath MBA student. We aim to bring together people from a wide variety of backgrounds, in terms of nationality, education and experience. Our students and graduates come from large corporations, small and medium-sized businesses, the public and non-profit sector, and self-employment. The range of business experience they bring to the course is accordingly, diverse. Our graduates consistently confirm that the mix of students that the Bath MBA attracts, and the relatively small size of the cohort, both contribute in great measure to the effectiveness of the learning environment. Students are drawn from across the world and the international environment this creates is one of the key features of the programme.





INTERNATIONAL STUDENTS

Moving to another country can be exciting, yet it is also a challenging experience. Students who are well prepared for this experience usually find it even easier to settle in once they get here. Our International Office provides an excellent source of support and help to overseas students and their partners. In addition there are a number of international students' societies and clubs which organise activities.

The International Office produces a handbook which is essential reading for all overseas students. It is divided into three main sections. The first section, 'Before you leave home', contains vital information that students need to know in order to be fully prepared for coming to Bath. The second section, 'Arriving in the UK', explains what will happen at the airport, how to get to the University, and what to do on arrival. Finally, 'Living in Bath', contains information to assist students during their stay, such as how to open a bank account, and how to register as a student, as well as detailing attractions and facilities in the local area. For students arriving at the start of the academic year there will be a University bus service from Heathrow Airport direct to the University. Once on campus current students and staff will be available to direct and advise about where to go and what to do. There will also be an organised programme of induction events run by the Students' Union, academic departments and the International Office. Full details of these events will be available upon arrival in Bath, and the International Office events will be listed on the website from early September onwards. The handbook can be viewed on line at www.bath.ac.uk/international-office/ For further information about the International Office: Tel: +44 (0) 1225 386832 Email: international-office@bath.ac.uk

To really make the most of their stay here, each individual student has to make an effort to integrate and be part of the University life – but as one Chinese student commented:

'I guarantee you that the effort is well spent as your time at Bath will become an eternal chapter in your book of your most precious memories.'

EXTRA COURSE PREPARATION FOR NON-NATIVE ENGLISH SPEAKERS

Non-native English-speaking students who reach the required English language skill levels are nonetheless encouraged to take advantage of the intensive four-week pre-MBA English course offered by the University's English Language Centre, from mid-August to mid-September. Some students may be asked to attend this course as a condition of entry to the MBA. This pre-MBA programme is designed to provide thorough training in both the oral and written communication and study skills that students will need to undertake the MBA, including presentation skills, project work and case study analysis. The course also aims to familiarise students with the teaching and learning methods used on the MBA programme, some of which may be different from those experienced previously. Past participants have found this course highly beneficial in terms of the rapid improvement and enhanced confidence that they have achieved in their spoken and written English. It also provides an excellent introduction to the British higher education culture and environment. The fees for this course are not included in the general MBA fees.

The course demands a high degree of classroom participation, and students will be expected to do work on their own outside the class. English language support is also provided during term-time at no additional charge.

For those with weaker language skills, who are not yet ready to embark on the MBA, the English Language Centre offers a variety of other courses lasting from three months to one year. The Centre is an accredited IELTS testing centre. For further information about the English Language Centre: Tel: (+44) (0) 1225 383024 Email: english@bath.ac.uk www.bath.ac.uk/elc/



ACCOMMODATION

The University offers a comprehensive housing service with over 1,700 self-catering student rooms on campus and more than 1,000 in the city centre, most with en-suite facilities. A further 460 places on campus are scheduled for completion by September 2003.

Priority for University residence is given to non-European Union postgraduates who are new to Bath, and, since demand is high, students are strongly advised to apply as early as possible and by 31 July at the very latest. A brochure and application form for accommodation will be sent to students once they have confirmed acceptance of an offer of a place on the MBA programme and paid the relevant fee deposit.

Postgraduates at Bath enjoy living in our most modern complexes, the majority of which have been built in the last five years. Polden Court and Osborne House are on campus and its boundary, and offer superior accommodation in peaceful surroundings. All Polden Court rooms have full en-suite shower/bathrooms and a television, and Osborne House offers a variety of standard and en-suite rooms as well as several large self-contained studios that include a small kitchenette.

The off-site senior complexes have room types to suit all budgets, all on a self-catering basis. Cleveland, Thornbank Gardens, Pulteney Court and Carpenter House comprise variable-size cluster flats or kitchen groups and each complex has its own individual character. Many rooms have en-suite facilities, others share communal shower/bathroom facilities and all are grouped around a communal kitchen/dining room. The John Wood complex has a limited number of 1 – 3 bedroom flats suitable for couples and families.

Prices vary depending on the standard of accommodation chosen and currently range from £61 – £88 per week, inclusive of utility costs, for a single study bedroom, and from £125 – £205 per week for a family flat.

Some MBA students live in private sector accommodation in the city centre or surrounding villages. The Accommodation Office maintains a regularly updated database on their web-site of self-catering lodgings, flats and houses advertised with them by private landlords. Rents in shared houses or flats currently average £55 – 60 per week, exclusive of utility costs, for single students. Anyone intending to live in private sector accommodation is strongly advised to come to Bath well in advance of the start of term to make the necessary arrangements, particularly if they are seeking family accommodation. Low-cost campus accommodation is usually available during the summer vacation period until mid-September. Reservations can be made by email to casual-lets@bath.ac.uk

The Students' Union also organises a house-hunting weekend in mid-August to help new postgraduates meet each other and form groups for house-sharing. Please contact aware@union.bath.ac.uk for further details.

One of the advantages of studying in Bath is that students do not need a car unless they choose to live some distance outside the city, because it is relatively compact with many places within easy walking or cycling distance. The campus is about 2km from the centre of Bath, but all our off-site residences are within a short walk of the main bus/train terminal and there is a regular bus service between the city and the campus, which takes 10 – 15 minutes and runs until 2.00am during term-time.

Campus parking permits are available for most postgraduate students. There is a fee for this privilege.

For further information please visit the Accommodation Office website at www.bath.ac.uk/accommodation/ or email accommodation@bath.ac.uk

CURRENT STUDENTS' AND GRADUATES' PROFILES



**NADIA
MILLINGTON**

*Full-time MBA Class
of 2003 (pictured on the
left in the photo)*

Nadia's undergraduate
degree in business
management was
obtained at the

University of the West Indies, Trinidad and Tobago. Prior to embarking on the Bath MBA, she spent five years working at the National Institute of Higher Education Research Science and Technology in Trinidad. In her last three years there, she worked as a budget analyst leading the finance implementation team. She was also a member of the strategic development team responsible for the launch of a new college (COSTATT). After spending one year in London working as a financial accounting analyst at Pitney Bowes Management Services, Nadia took up her place on the Bath MBA in September 2002.

'I chose Bath because the university has an excellent reputation and it offers what, to me, was one of the best generalist MBA programmes in the UK. The Claverton Entrepreneurship Programme gives the Bath MBA a major competitive edge over other MBA programmes. I wanted a programme that gave me the opportunity to put all the ideas I learnt on the MBA into practice as the course progressed. With the Claverton programme existing in parallel to the core teaching, I felt this would allow me to achieve my aims.

At Bath there is a great mix of international students. In my university residence my neighbours are from Brazil, India, Grenada, China and the USA. I have already formed an international network and have made friends from across the world. The friendly atmosphere here is of 'being in it together' rather than competing against each other. I have found the staff to be very supportive; they really care about the students and are there to help when

needed. This has been really important, as the first four weeks have been challenging. I feel that things are now starting to fall into place, and I can see how ideas and concepts fit into a larger framework. Embarking on an MBA does involve a steep learning curve, but in business the same ability to assimilate information and adapt to new circumstances is often required, so I feel this is good practice.

The lecturers have been really helpful in enabling those of us who have been out of a university environment for some time to adjust to the learning environment again. My brother will be doing his MBA in Trinidad and I have been giving him advice on how to tackle his studies, based on the wisdom I have been given by my lecturers.'

**FELIPE SPINELLI DE
CARVALHO**

*Full-time MBA student. Class of 2003
British Council Chevening Scholar*

'Studying at a UK university is a new experience for me. Having studied at Colegio Santo Inacio, Rio de Janeiro for my primary and secondary schooling, and at Pontificia Universidade Catolica (PUC), Rio de Janeiro for my degree in Industrial Engineering, I have found studying for my MBA degree at the University of Bath an enjoyable and challenging change. The learning style here is much more interactive and students are made to feel very much a key part of the learning process. The lecturer/class exchange is lively and interesting.

I chose to come to Bath because it is one of the best universities in the UK. I have been impressed by the course structure of my MBA and with the friendliness and co-operation amongst the students here. Living in a European environment in one of England's most beautiful cities is also a great experience. When I complete the Bath MBA I will be returning to Brazil to apply my learning to my own company. I anticipate that the skills I will learn here will be of great benefit to my long-term career.'





GREGORY SALCEDO LLIBRE

*Resident Vice-President, Global Corporate Banking
Citibank, N.A., Dominican Republic*

*Bath MBA Class of 2001,
Graduated with Distinction*

'I studied economics at a local university located in the Dominican Republic (DR). I was able to finance my undergraduate degree working as a research analyst in an economic non-profit organisation. However, my formal professional career started in Citibank (DR) when I began working as corporate credit analyst, to then continue as relationship manager for top-tier local corporations, managing a portfolio of more than 50 enterprises. While working full-time in the bank, I was able to complete a postgraduate degree in corporate finance in another local university. Although my career was progressing rapidly and reasonably well, especially after being chosen 'Citibank Talent' in 1998, I acknowledged that I needed to continue differentiating myself. After a careful analysis of my options, I decided to do an MBA, given its wide applications, the practicality of business studies and the choice of further specialisations during the course.

In 1999, I was selected by my local university to apply for the Fulbright Scholarship Program; however, I did not accept due to my preference to study in Europe, given the more global outlook and the richer diversity in terms of the nationalities represented in the classrooms. Additionally, once in Europe, I knew that travelling was very inexpensive for students; besides that, visiting this continent was like a dream come true. I applied for a British Chevening Scholarship to do my MBA in the UK and fortunately, I won it. I then had three good universities to choose from, out of which Bath definitely became my first choice due to its rankings in the league tables, its curriculum combined with its high-tech facilities, and the final touch of being located in one of the most beautiful cities of England.

The learning environment at Bath was exceptional. Dedicated lecture theatres, meeting rooms with Internet access and printers, and a modern library, provided the necessary resources to do a great MBA. On a personal note, I was very lucky to do my MBA with the support of my wife, who gained two certifications in Counselling, her area of expertise within psychology, whilst I did my MBA. Although the MBA was time-intensive, we travelled to eight countries, which gave us a unique historic vision of this precious continent. We were also very satisfied that we lived on-campus, given the proximity of our flat to my lecture theatres, to the library and to other facilities. Most weekends we went into the city of Bath to take a break, to have dinner at a restaurant, to enjoy a good movie or just to have fun in one of the famous British "pubs". The challenge was, and still is, to constantly balance personal and professional facets of one's career goals and family/friend relationships.

In terms of the Bath MBA programme, I enjoyed tremendously the quality of the lecturers, 100% of whom had doctorates in their fields of knowledge. The environment was very competitive yet extremely friendly. The 35 nationalities represented in the two cohorts bonded very well their different point of views, strengthening our daily discussions and meetings. My study group comprised five different nationalities: Chinese, Greek, Mexican, British, and myself. The Claverton Entrepreneurship Project was a tremendous learning experience, given the precious opportunity to apply the concepts that we have learned without incurring the large financial risks of a real business venture. In addition, the Bath programme offers students the chance to select their electives according to their area of interest; in my case I selected International Finance and Risk Management. For my final project I travelled to Miami (USA) to work with Merrill Lynch, developing a penetration strategy to build up a new market for all Latin America.

After the MBA, my career has progressed tremendously, for which I am eternally grateful to

*"Bath definitely became my first choice due to its rankings
in the league tables, its curriculum combined with its
high-tech facilities"*

God for his blessings and guidance in my life. Right after returning to my home country from the Bath MBA, I was appointed Resident Vice-President at Citibank (DR), which is a high-profile management position accountable for the supervision of corporate relationships within the area of Top-Tier Local Corporations. I am now responsible for marketing, structuring and executing tailored solutions and deals for strategic corporate clients. I have also felt that I have grown as an individual and have found that the way to success is to leave no chance for second place. Be the best, but be professional and honest. This has enabled me to be a rock of stability in an ocean of change.'

IGOR FROLOV

Managing Director, SoftFin Ltd, Russia

Bath MBA Class of 2000

How did the experience of studying at Bath differ from your previous educational experience?

Doing an MBA at Bath and being an international student proved to be completely different from my previous experience. I graduated with a degree in applied mathematics and mechanics from Saint Petersburg State University, Russia, in 1988.

The main differences were, firstly, during my undergraduate degree I experienced a more prescriptive system of teaching. The teaching style at Bath is more democratic and involves direct interaction between lecturers and students that can lead to debates and discussions during lectures. As all MBA students have different backgrounds and experience of working in different industries, such discussions gave us the excellent possibility to learn more, not only from our lecturers, but also from our fellow students. Secondly, assessment methods at the School are completely different from those employed during my first degree. Probably, the reason for this was that the main subjects I had

studied did not require me to write long assignments – we had practical seminars and oral exams instead. At Bath it was different: the assessment of our study was based on both written assignment and written exams. Personally, I found the exams difficult. The pressure of a three-hour exam in which you must produce three essays per subject, written in your second language, is really hard.

What was the most important part of the programme for you?

The development of personal skills and team-working skills. At the beginning of the course we had a teambuilding programme in the Welsh countryside where we learned the practical advantages of team-working, including mutual help and collective aspiration to achieve a goal. For our team the result of this programme was amazing – we won the 3i Prize for the best entrepreneurial project.

What have you done since completing the course?

After completing the course I returned to my company and continued to run the software development business, trying to apply knowledge and skills acquired during the course. Some of the marketing techniques and business strategy models, including the business strategy and IT strategy alignment model, really have been very helpful in my communication with customers in order to convince them to work with us. This summer I launched another business – a consulting company, which specialises in M&A activities and strategic development planning for clients. At this time we have successfully completed a few big contracts – thanks to the course content and structural approach given by the Bath MBA on how to analyse any business and industry.





JOHN WATTERS

Management Consultant, Deloitte Consulting

Bath MBA Class of 1999

What was your background before studying for your MBA?

Prior to undertaking the Bath MBA I had six years' experience working in Banking and Finance (mainly in International Trade Finance) and three years working in Human Resources. Much of this time was spent with large international financial institutions working both in the UK and Australia.

In the 18 months prior to undertaking my MBA I worked in a business development role for a Training and Development broker. Although I had joined this organisation to take new management and executive development products to market, after nine months with the firm I was involved in running an internal change project.

What made you decide to do an MBA degree?

I decided to do an MBA after having successfully run the internal change project. Although a relatively small organisation I had thoroughly enjoyed every aspect of changing the ways that the business operated, managing the uncertainties and working through the issues we faced. At the end of the project the CEO thanked me for all of my efforts and spoke to me about another line management position within the organisation. At the time I felt that returning to a line position would not be as challenging or as rewarding as running the project had been, so I began to look around at my options. After consulting widely I came to the view that I needed an MBA to build the broader business credibility required to become more marketable.

Why did you choose Bath as the place to study?

At the time of choosing Bath I was living in Australia. I had enrolled in an MBA at an Australian university on a part-time basis and whilst I had

enjoyed the subject work I felt that the institution did not provide me with the right learning balance. What I mean by this is that in an MBA I believe there should be as much opportunity to learn from my peers as there was from the subject work, but this was lacking at the institution I had initially attended. Realising this I began a search for the right institution and included universities in the US, Australia and Europe. In the end I chose Bath because of the relatively small student intake, the quality of the academic staff and the University's ever-growing reputation for excellence. The fact that Bath is such a beautiful place to spend a year was also a persuasive influence.

What was your experience on the course from a social, cultural and academic point of view – and were your expectations met?

I expected the Bath MBA to be one of the most academically challenging years of my life, and it was. I expected to be pushed by the amount of work that I needed to do in the twelve months, and I was. I expected that after six months I might regret committing myself to the year, but I didn't. Instead I found that I had formed some great friendships with people who were all committed to achieving the same goals. These friendships have lasted and when I am in need of inspiration I know there are a few talented people around the world that I can rely on to spark a new train of thought.

For one of our Operations Management assignments a number of us were brainstorming possible targets for a group assignment that we needed to complete. We came up with a list of the usual suspects then one of us said 'why don't we go for an airline and see if we can get to New York?' We all laughed until one of us said, 'one of my friends works for an airline!' After a few phone calls we had an agreement with the airline to do the project with them. We didn't quite get to New York, but we did get as far as Belfast!

What opportunities and benefits have you found since completing your MBA?

I have found that the MBA has given me access to an international language of commerce and the credibility to build a far more challenging career than I would have been able to without it. When I was shopping around for my MBA a lot of people spoke about how much their salary had increased on graduation. Fortunately I also enjoyed a welcome increase in my earning capacity on graduation, but for me the benefits of completing the MBA have been more around the opportunities that I have been able to seize, and the satisfaction that I have gained through setting goals and exceeding them. When choosing an MBA I think you need to select carefully the institution that will provide you with the skills to get you where you want to go. If you're successful in your course you should get the salary increase, but if you've planned your MBA astutely you should be able to develop the skills that will support you to make significant career steps changes in the years that follow.

What you are currently doing?

Since graduating I have been working as a Management Consultant for Deloitte Consulting with my areas of specialisation being in Change Leadership and Knowledge Management. On completing my MBA I invested a great deal of time and effort in finding the right opportunity, recognising that my first post-MBA job would be a significant determinant of where, and how far my career would progress. With Deloitte Consulting (soon to become Braxton) I found an organisation

that challenges its people to succeed within a collegial environment and focuses its activities on working with clients to build solutions. These organisational traits actively differentiate Deloitte Consulting from its competitors and greatly influenced my decision to join them.

With Deloitte Consulting I have worked with large FT100 clients to successfully effect organisational change and embed new ways of working to deliver significant business benefit. In my present project I am working with a global corporation helping to reshape how HR works today, as well as developing the infrastructure that will enable it to be more effective in the future. With a global scope we are striving to take HR closer to the value-creating processes of the organisation thereby building greater purpose and credibility for the function - it truly is an exciting project!

Was your MBA worth it?

Without a doubt my MBA was well worth the blood, sweat and tears. As I have hinted at before, my MBA was an important milestone in my career and a powerful enabler for the career development that I have enjoyed in the years since. But it is important to recognise that your life won't automatically change once you have those three magical letters after your name, you have to make it change yourself! So when I am asked would I do it again I always say 'yes', but add that you should only do it if you are prepared to make it work for you.

“... my MBA was an important milestone in my career and a powerful enabler for the career development that I have enjoyed in the years since.”

THE FULL-TIME MBA TEAM



Head of Postgraduate and Executive Development Programmes: Dr John Powell



Director, Full-time MBA Programme: Peggy Van Luyn, MBA



MBA Admissions and Marketing Manager: Ruth Cooper



Claverton Programme Co-ordinator: Dr Stephan Henneberg



Full-time MBA Programme Officer: Dr Kellie Smith



MBA Alumni Officer: Vanessa Packham



MBA Alumni Assistant: Mandy Wanstall



MBA Career Development Manager: Clare B Stott

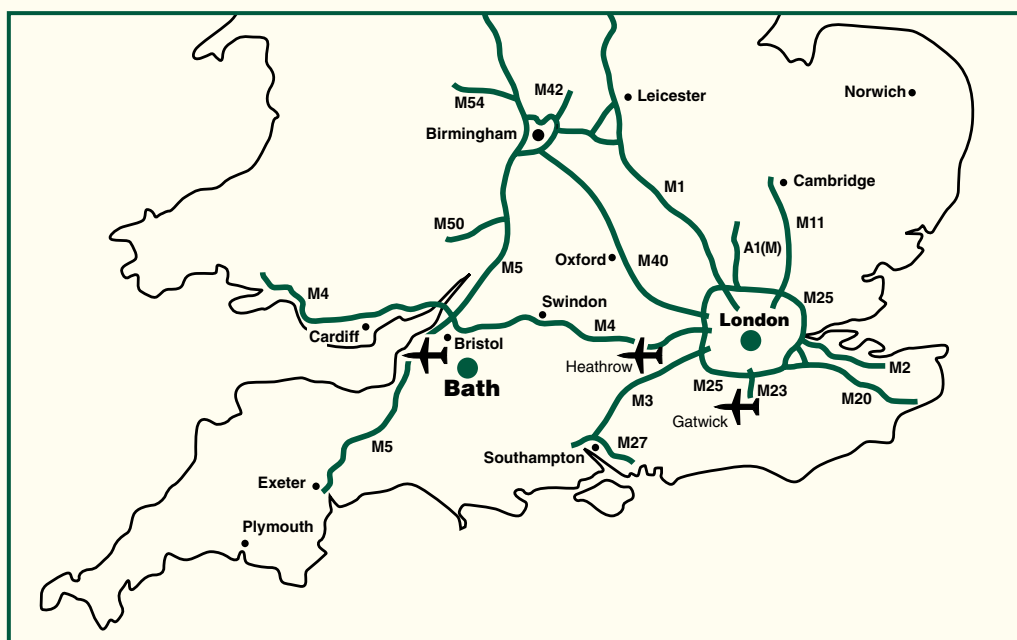


MBA Careers Administrator: Kay Tallamy

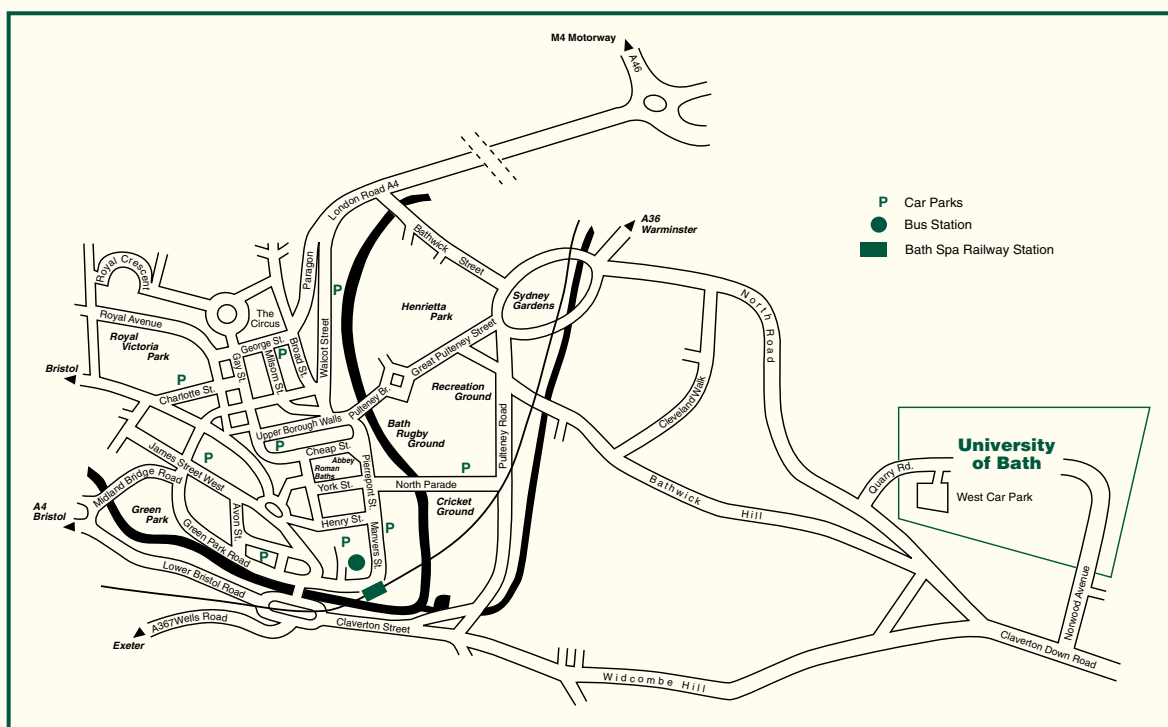


MBA Receptionist: Alice Dearling

LOCATION



For further details please see our website at www.bath.ac.uk/getting-here/





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